



# Criteria and Scoring Guidelines

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## *the President's Award* for

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Quality and  
Productivity  
Improvement

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*"The improvement of quality in products and the improvement of quality in service — these are national priorities as never before."*

*President Bush  
November 2, 1989*

*"Reasserting our leadership position will require a firm commitment to total quality management and the principle of continuous quality improvement. . . . Quality improvement principles apply to small companies as well as large corporations, to service industries as well as manufacturing, and to the public sector as well as private enterprise."*

*President Bush  
September 29, 1989*

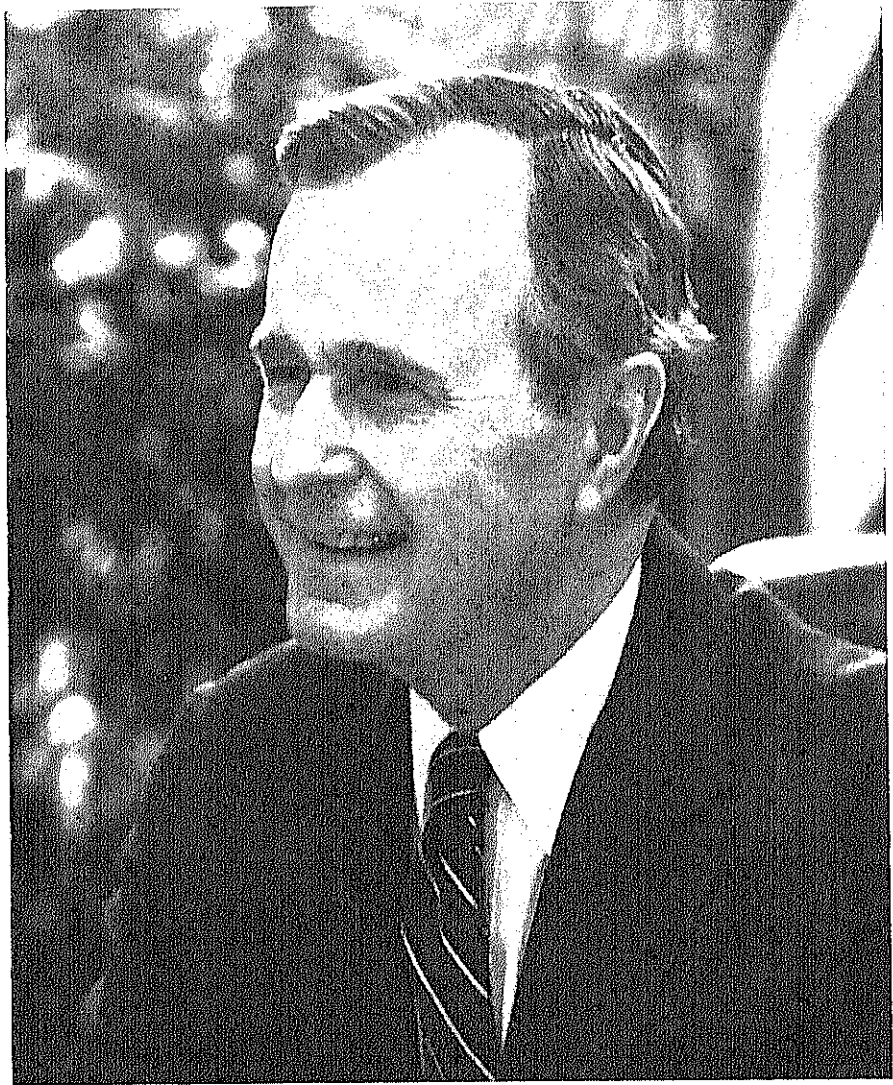
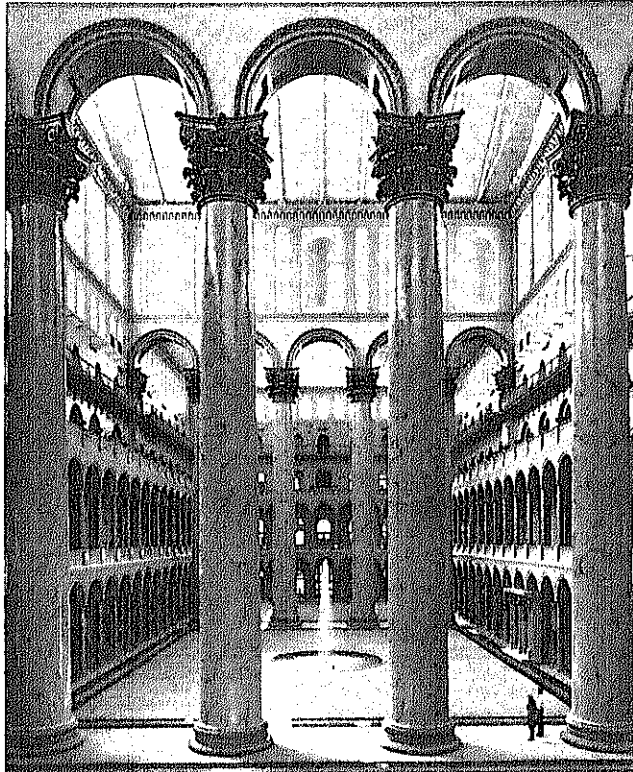


Photo by David Valdez

## Foreword

Blending the Traditions of the Past  
with the Concepts of the Future



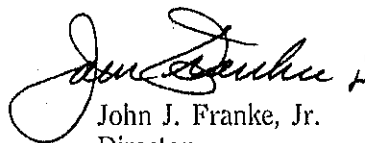
Federal Quality Institute  
located at the National  
Building Museum.

Photo by Jack Boucher

As Director of the Federal Quality Institute (FQI), I hope that you share my sense of excitement and challenge in our mutual opportunity to implement a national priority: the improvement of quality in the Federal workplace.

The development of this *Handbook* represents a team effort by many Federal agencies. They contributed staff, resources and thoughtful comments. We are encouraged by the early reactions we have received and believe the *Handbook* will be a useful tool in furthering the government-wide quality effort.

Let us hear from you at the Federal Quality Institute at (202) 376-3747 with your comments and suggestions for improvement.

  
John J. Franke, Jr.  
Director  
Federal Quality Institute

## Dedication

This *Handbook* is dedicated to the Memory of  
Robert W. Carey  
Director, Veterans Affairs  
Regional Office and Insurance Center  
Philadelphia, PA

Bob was a "*Quality Leader*" and a champion  
for excellence in Government. He led by example.

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## Introduction

The President's Award for Quality and Productivity Improvement is given annually to an agency or major component of an agency that has implemented Total Quality Management (TQM) in an exemplary manner, and is providing high quality service to its customers. Competition for this Award stimulates improvements in quality and productivity throughout the Federal Government.

An agency becomes eligible to apply for the President's Award if one or more Quality Improvement Prototypes (QIP's) have been selected from that agency. The Quality Improvement Prototype Award is given to smaller units within an agency that have made significant improvements in quality and productivity.

The awards cycle begins each year in June when the Office of Management and Budget distributes the QIP application package to Federal organizations. The application package for the President's Award is mailed to eligible Federal agencies each November after the Prototypes for that year have been selected.

The criteria described in this volume of the *Federal TQM Handbook* series contain the major elements that define Total Quality Management. Though other management systems may contain certain elements of these criteria, it is the combination of all eight that distinguish TQM.

These criteria will be part of the package used to evaluate organizations applying for the 1991 President's Award. The total points that may be awarded for each element are shown in parentheses, and indicate the importance of each element to the Total Quality Management approach. The scoring guidelines that follow the criteria will be used by a Panel of Examiners to determine the appropriate number of points that an applicant will receive for each element of the criteria. These guidelines represent levels of accomplishment in implementing TQM. The 80-100% range describes a world-class organization; the 40-60% range indicates an organization with a sound, well-implemented program.

The criteria and scoring guidelines can also be used by organizations that do not plan to apply for the Award, but are interested in performing a self-assessment of their progress toward Total Quality Management (see Section 4 of the "How to Get Started" booklet, part of the *Federal TQM Handbook* series). Self-assessment is an important part of the TQM process, and an excellent way to begin an improvement effort.

If you have comments or suggestions for improvement of this booklet, please call Dick O'Brien or Victoria Elder at (202) 395-3692 in the Office of Management and Budget.

## Criteria

### President's Award for Quality and Productivity Improvement

#### 1. Top Management Leadership and Support (20 points)

This category examines how all levels of senior management create and sustain a clear and visible quality value system along with a supporting management system to guide all activities of the organization.

- A. Describe the roles of key executives (agency/bureau head and senior managers) in TQM processes. Include specific examples of sustained, visible and *personal* executive involvement in the development of an effective quality culture.
- B. Summarize the organization's policy on quality and describe how "ownership" of the policy by senior management was accomplished and how it is reinforced. Include key strategies used to involve all levels of management and supervision in quality.
- C. Describe how senior management communicates its quality vision to all levels, functional units, and employees. Include recent actions that demonstrate the importance of quality values to the agency.
- D. Summarize trends of the past year or two in allocations to TQM efforts (i.e., funds, staff, time, facilities, equipment, etc.). Give specific examples of improvement projects funded. Describe plans for future allocations, showing the long term perspective of the organization.
- E. Describe specific steps senior management takes to create close cooperation across functional and divisional lines and in different locations to ensure consistent quality improvement throughout the organization, and to establish trust.
- F. Describe how managers are actively involved in removing barriers to excellence, e.g., de-regulating work, encouraging risk taking and innovation, delegating authority, and discouraging short-cut, quick-fix solutions.
- G. Describe how management has established a value system and environment in which individual and group actions reflect a continuous improvement attitude. Include actions taken to evaluate the extent to which quality values have been adopted throughout the organization.
- H. Highlight any unique or innovative leadership techniques used in the TQM effort and discuss results.



**2. Strategic Planning  
(15 points)**

This category examines the extent to which quality considerations are taken into account in the planning process.

- A.** Describe the operational (one-two year) and strategic (three-five year) goals for quality improvement, and the process used to establish these goals.
- B.** Describe how quality improvement goals and objectives are integrated into organization-wide planning and budgeting, and how these plans are implemented and managed on a routine operational basis.
- C.** Briefly summarize specific plans for quality improvement, identifying key priorities for short-term and long-term improvement.
- D.** Describe the principal types of data, information and analysis used in planning, such as customer requirements, process capabilities, supplier data, benchmark data.
- E.** Describe the role that benchmark data play in determining potential improvements in quality. Describe how areas to benchmark are determined and how organizations are selected for comparison.
- F.** Describe how employees participate in, and customers and suppliers are considered in, the planning process.
- G.** Describe how key requirements such as new technology, employee education and training, and improvements in supplier quality are determined and how resources are committed for these requirements.
- H.** Describe how the planning process is evaluated and improved.

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**3. Focus on the  
Customer  
(40 points)**

This category examines the organization's overall customer service systems, knowledge of the customer, responsiveness and ability to meet requirements and expectations.

- A.** Describe the methods used to obtain a knowledge of external customer requirements and expectations, how this information is shared with relevant employees and how the employees use it.

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- B. Describe the methods used to identify internal customers, determine their requirements, and how this information is shared with employees and how the employees use it.
- C. Describe how the organization structure permits customers easy access to information and problem resolution.
- D. Describe customer feedback systems, how feedback information is used, and how satisfaction results are correlated with complaint data.
- E. Describe procedures for handling customer complaints, methods for aggregating complaints, and ways that complaint information is used.
- F. Describe how customer-contact employees are empowered to resolve problems promptly and to take extraordinary measures when appropriate.
- G. Describe any special hiring requirements, attitudinal and other training requirements, of customer-contact employees.
- H. Describe the organization's service standards that are derived from customer requirements and expectations. Indicate how these standards are tracked to ensure that customer needs are met.
- I. Describe how the organization evaluates and improves the effectiveness of its processes for: 1) determining customer requirements and expectations; 2) receiving customer feedback; and 3) handling customer complaints.

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### 4. Employee Training and Recognition (15 points)

This category examines the organization's efforts to develop and utilize the full potential of the workforce for quality improvement and personal and organizational growth, as well as its efforts to use rewards and incentives to recognize employees who improve quality and productivity.

- A. Describe the organization's education and training strategy for quality improvement and how this strategy is integrated with overall quality requirements of the operational plan.

Employee Training  
and Recognition (cont.)

- B.** Describe the types of TQM training provided for senior executives. Provide the number of executives who received this training and the total number who are eligible.
- C.** Describe the types of TQM training provided for employees. Provide the number of employees who received each type of training and the total number eligible for each.
- D.** Describe how the organization provides employees with sufficient training in awareness, techniques and job skills to support the TQM process.
- E.** Describe methods, such as surveys, used to determine training needs.
- F.** Indicate the amount of funding spent on the training described in B. and C., the years in which it was expended, and the cost of training annually as a percentage of payroll.
- G.** Describe the organization's indicators of effectiveness of education and training activities and how the indicators are used to improve these activities.
- H.** Describe how employee contributions to TQM are evaluated and recognized. Indicate whether and how team and peer recognition are used, and how small successes are celebrated.
- I.** Summarize trends of the past two-five years in employee recognition (e.g., percent of employees recognized in different employee categories by type of recognition).

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**5. Employee Empowerment  
and Teamwork  
(15 points)**

This category examines the effectiveness and thoroughness of employee involvement in TQM.

- A.** Describe the key strategies for increasing the involvement, effectiveness and productivity of all categories of employees, including union members.
- B.** Summarize the means available for employees to contribute to TQM, specifically addressing team and cross-functional opportunities, and involving suppliers and customers.

- C. Describe other opportunities for employees to contribute, such as through suggestion systems or hotlines, and how and when the organization gives feedback.
- D. Discuss data related to current employee involvement efforts, such as percent participation in each type of involvement described in B. and C., number of suggestions acted upon, average number of teams operating during the past year.
- E. Describe the approaches used to enhance employee authority to act (empowerment).
- F. Describe the extent to which power, rewards, information and knowledge have moved to lower levels in the organization, and the results (e.g., organization has flattened).
- G. Discuss key results of employee involvement, such as percent reduction in sick leave and absenteeism, improved morale, employee attitudes and willingness to participate.
- H. Describe how overall employee satisfaction is determined, evaluated and used to improve organizational environment.
- I. Describe how the organization uses its overall employee-related data to evaluate and improve its human resource management strategies, practices and plans.

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**6. Measurement and Analysis**  
(15 points)

This category examines the scope, validity, use, and management of data and information that underlie the organization's TQM system and how the data are used to improve processes, products and services.

- A. Describe the organization's base of data and information used for planning, management, and evaluation of quality. Indicate the scope of the data it contains (e.g., relating to customers, suppliers, internal operations, program and administrative areas, benchmarking).
- B. State the most significant changes in the types of data the organization collects now, compared to the period prior to implementing TQM.

Measurement and  
Analysis (cont.)

- C. Describe the processes and technologies the organization uses to ensure that key data are accurate, consistent, valid, timely and available to those who need it.
- D. Describe how data and information are analyzed to support quality improvement objectives (e.g., to identify problems, determine trends, evaluate performance of key processes, etc.).

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7. Quality Assurance  
(30 points)

This category examines the systematic approaches used by the organization for total quality control of products and services, and the integration of quality control with continuous quality improvement.

- A. Describe how new or improved services are designed and introduced to meet or exceed customer requirements and how processes are designed to deliver these services.
- B. Describe the principal approaches used by the organization to:  
1) ensure that processes that produce products or services are adequately controlled to meet design plans and customer requirements; 2) identify root causes of problems that disrupt processes; 3) verify that corrective action will produce desired results; 4) communicate changed processes to all relevant work units; and 5) use the information from quality control for prevention and quality improvement.
- C. Describe the principal approaches used to continuously improve products and services.
- D. Describe the principal approaches used to assess quality, quality systems and quality practices, such as systems audits, product audits, service audits. Indicate the frequency of such assessments and how the findings are translated into improvements.
- E. Describe how the quality of materials, components, information, and services furnished by outside suppliers is assured, assessed and improved.

**8. Quality and Productivity  
Improvement Results  
(50 points)**

This category examines the measurable and verifiable results of the organization's TQM practices. Data tables and graphs summarizing trends and achievement should be utilized as much as possible.

- A.** List the three to five most significant indicators of your organization's performance (i.e., relating to your mission, of prime interest to agency or department management, and predictive of customer satisfaction) and summarize their trends over the past three-six years. Explain any adverse trends.
- B.** Summarize results of the past three-six years indicating the level of customer satisfaction with the quality of your products and services.
- C.** Using key measures (other than those listed in A.) for assessing the *quality, timeliness, efficiency, and effectiveness* of products and services, summarize three-six year trends in improvement and provide a comparative assessment of current performance levels. Include trends in supplier performance.
- D.** Summarize briefly five projects that illustrate the breadth and effectiveness of your organization's TQM activities.

# Scoring Guidelines

## President's Award for Quality and Productivity Improvement

### 1. Top Management Leadership & Support (20 points)

100-80%

- Top executives directly/actively involved in quality-related activities; communicate organization's quality vision, goals, values
- Organization's policy is that TQM is number one priority, key to success; belief in continuous improvement permeates organization; effective strategies used to involve all managers, supervisors in quality
- Management provides significant resources (time, training, dollars) necessary to improve quality throughout organization
- Environment encourages innovation, pride in work, continuous improvement, open communication (vertically, horizontally), information-sharing, cooperation across departments
- "Ownership" of quality effort assessed, reinforced at all levels
- Long-term top management commitment; no short-term compromises counter to quality
- Top management accessible to/has routine contact with employees, customers, suppliers
- Top management holds everyone accountable for improving systems/ processes, products/services; rewards behavior that reflects quality improvement goals
- Managers play active role in removing barriers to excellence
- Extent to which quality values have been adopted throughout organization evaluated on routine basis

80-60%

- Top executives participate in Quality Councils, other leadership activities; communicate organization's quality vision, goals, values
- TQM is number one priority of most groups within organization; belief in continuous improvement permeates most of organization; effective strategies used to involve most managers, supervisors in quality
- Adequate resources (time, training, dollars) invested to improve quality throughout organization
- Communications are two-way, clear, consistent; information shared vertically; departments cooperate to achieve continuous improvement

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60-40%

- "Ownership" of quality effort exercised at all levels
  - Top management supports long-term quality improvement goals, many quality improvement projects with only long-term payoff
  - Top management frequently meets with employees, customers, suppliers on quality issues
  - Managers' evaluation systems recognize quality as major priority; management behavior at all levels reflects this
  - Managers engaged in removing barriers to excellence
  - Extent to which quality values have been adopted throughout organization evaluated on periodic basis
- 

- Most top executives, managers fully support quality efforts, communicate organization's quality vision, goals, values
  - TQM is a significant priority for many groups within organization; belief in continuous improvement permeates these groups; effective strategies used to involve many managers, supervisors in quality
  - Some resources (time, training, dollars) invested to improve quality
  - Communication often two-way (but primarily one-way), clear, consistent; departments frequently cooperate to achieve quality objectives
  - "Ownership" of quality effort exercised by most groups within organization
  - Top management committed to long-term quality improvement; supports some quality improvement projects that have only long-term payoff
  - Top management has contact with employees, customers, suppliers on quality issues
  - Managers' evaluation systems include measurable quality improvement objectives
  - Managers have begun to remove barriers to excellence
  - Extent to which quality values have been adopted throughout organization evaluated occasionally
-



Top Management  
Leadership &  
Support (cont.)

40-20%

- Many top executives, managers supportive of/interested in quality improvement; quality awareness present in most areas
  - Many groups convinced that TQM is important
  - Some resources allocated to initiate quality improvement in a few areas
  - Communication usually top-down (sometimes two-way); managers, supervisors encouraged to cooperate across departments
  - Quality improvement projects underway; most aimed at specific short-term objectives/payoff
  - Managers, supervisors encouraged to improve quality; plans in place to incorporate quality objectives into evaluation systems
  - Management planning to remove some barriers to excellence
  - Top management attuned to extent to which quality values have been adopted throughout organization
- 

20-0%

- Top executives beginning to support quality-related activities; support tentative rather than whole-hearted, active
  - A few key managers support quality improvement; quality awareness present among some work units
  - Few resources allocated to quality improvement
  - Communication primarily top/down; cooperation across departments occurs when problems or crises arise
  - A few quality improvement projects underway in some areas; plans in place to begin others
- 

2. Strategic Planning  
(15 points)

100-80%

- Short, long-term goals for quality improvement established across organization as part of overall strategic planning, budgeting process; goals require organization to "stretch"
-

- Operational plans at sub-organizational levels provide clear details for strategic plans; managers held accountable for attaining objectives
- Formal process established throughout organization to develop quality improvement goals, update plans periodically
- Principal types of quality data, information, analyses (customer requirements, process capabilities, supplier data, benchmark data) used in planning throughout organization
- Customer needs/expectations, issues relating to improved supplier relationships incorporated into quality improvement planning
- Benchmark data from best organizations in field used extensively for broad range of products, services, processes to determine potential quality improvements; strives to better benchmark organizations
- Employees participate in development of strategic/operational plans
- Key requirements such as technology, employee training, supplier quality formally assessed and compared to current status in those areas; needs factored into plans
- Planning process formally evaluated on regular basis; corrective actions taken to improve process

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80-60%

- Short, long-term goals for quality improvement established across most of organization, included in overall budget planning
- Operational plans developed at most sub-organizational levels to link with strategic plan; managers held accountable for attaining major objectives
- Formal process established in most parts of organization to develop improvement goals, update plans periodically
- Principal types of quality data, information, analyses (customer requirements, process capabilities, supplier data, benchmark data) used in planning in most parts of organization
- Customer needs/expectations, issues relating to improved supplier relationships are significant factors in quality improvement planning process
- Benchmark data from similar organizations used for key products, services, processes to determine potential quality improvements; strives to match benchmark organizations

Strategic Planning  
80-60% (cont.)

- Some employees participate in development of strategic/business plans
  - Key requirements such as technology, employee training, supplier quality considered during planning process; some needs factored into plans
  - Planning process evaluated on periodic/as-needed basis; some corrective actions taken
  - Plans identify improvement priorities critical to organization's mission that will be relatively difficult to attain; resources allocated to support these objectives
- 

60-40%

- Short, long-term goals for quality improvement established in key parts of organization
  - Operational plans developed at key sub-organizational levels; managers held accountable for attaining major objectives
  - Formal process established in key parts of organization to develop improvement goals, update plans periodically
  - Some types of quality data, information, analyses (customer requirements, process capabilities, benchmark data) used in planning in key parts of organization
  - Customer needs/expectations influence quality improvement planning process; some attention given to improved supplier relationships
  - Benchmark data most readily available for major products, services; data used to determine potential quality improvements
  - Some employees participate in development of operational plans
  - Some procedure for evaluating planning process exists
  - Plans identify improvement priorities central to organization's mission; plans aim for higher objectives each year; resources related to major goals
- 

40-20%

- Goals for quality improvement established in parts of organization; managers develop objectives, details related to goals
  - Improvement goals generally specified by management
  - Customer needs generally known for key products/services, considered in quality improvement planning process
-

20-0%

- Only most general concerns given to key requirements during planning process
  - Goals identify quality priorities that may not be central to organization's mission; goals do not require major effort or change in organization
- 

- General goals contain elements of quality improvement; quality planning not yet integrated with overall strategic planning
  - Customer needs may not be routinely considered during planning process
  - Implementation strategy for introducing TQM in organization is underway
- 

### 3. Focus on the Customer (40 points)

100-80%

- A variety of effective/innovative methods used to obtain customer (internal, external) feedback for all functions
  - Product/service features clearly specified in all customer feedback systems; features ranked in terms of relative importance
  - Effective well-defined systems in place linking customer feedback, complaints to groups that can act on information
  - Processes requiring improvement based on customer feedback receive priority attention; corrective action plans developed, implemented
  - Easy access by customers to information; problem resolution ensured
  - Management actively seeks ways to ensure that all employees are aware of customers' needs/expectations, understand, fulfill customer service standards
  - Customer-contact employees fully empowered to resolve customer problems
  - Recruiting practices identify people with specific personality traits conducive to harmonious customer-contact relations; training designed for customer-contact employees to elicit desired attitudes, behaviors
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## SCORING GUIDELINES

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### Focus on the Customer 100-80% (cont.)

- Service goals aimed at exceeding customer expectations; progress toward goals tracked, reported to relevant units, used for planning improvements
  - Feedback systems evaluated, improved to reflect changing customer concerns, complaints; validity/objectivity of monitoring methods ensured
- 

### 80-60%

- Effective feedback systems used for all customers (external, internal) of major functions
  - Product/service features clearly specified in most feedback systems; features ranked in terms of relative importance
  - Systems in place that link customer feedback to groups that can act on information
  - Customer feedback acted on at appropriate levels; data used to take corrective action, improve processes
  - Several improvements made in easing customer access to information, problem resolution
  - Management ensures that all employees are aware of customers' needs/expectations, understand customer service standards
  - Customer-contact employees empowered to resolve routine customer problems
  - Specific training for customer-contact employees
  - Service goals based on expectations of major internal customers, all external customers; progress toward goals tracked, used for planning
  - Feedback systems in key areas evaluated, improved to reflect changing customer concerns, complaints; validity/objectivity ensured
- 

### 60-40%

- Systems in place to solicit customer feedback on regular basis
  - Product/service features clearly specified in most feedback systems
  - Data from customer feedback systems sent to individual managers to plan, carry out corrective action
  - Some improvements made in easing customer access to information, problem resolution; more improvements in planning stage
  - Most work units aware of customers' needs/expectations, understand customer service standards
-

40-20%

- Customer-contact employees identify customer problems for resolution at higher levels
  - Some training for customer-contact employees
  - Service goals, based on customer feedback, set for each major service to external customers
  - Feedback systems in some areas evaluated, improved to reflect changing customer concerns, complaints
- 

20-0%

- Most external, some internal customers identified; needs/expectations determined through ad hoc processes rather than systematic methods
  - Customer feedback systems report on general satisfaction/dissatisfaction issues
  - Customer feedback used in many areas to take corrective action
  - Plans developed for easing customer access to information, problem resolution
  - Customer service standards under development
  - Some service goals set in key areas
- 

- Customer complaints major method for obtaining customer feedback
- Complaints handled on case-by-case basis, answered individually; may not be used systematically to improve processes
- Many work units have identified customers, begun to determine needs/expectations
- Some work units initiating methods for determining customer requirements, feedback
- Complaints concerning purchased goods/services may not be collected, used systematically
- Service goals focus on reducing complaints

**4. Employee Training  
& Recognition**  
(15 points)

**100-80%**

- Organization is implementing systematic, documented training plan, based on comprehensive needs analysis; effectiveness of quality education/training evaluated, improved on continuing basis
- Training plans fully integrated into overall strategic, quality planning; key strategies exist for increasing effectiveness, productivity of all employee groups
- Everyone trained in support of continuous improvement; focus of training on prevention of problems; technical skills continuously upgraded
- Frequent updates on new developments in quality improvement shared with entire organization
- Training investment shows clear evidence of human resource development priority
- Formal process exists to evaluate, recognize employee contributions
- Managers personally, regularly, fairly recognize individuals, teams for measurable contributions
- Rewards, recognition broad-based, innovative; encompass all levels of organization
- Increased emphasis on recognition of teamwork; balance achieved between individual, team recognition; celebration of small successes common
- Peer recognition important part of reward structure
- Favorable data regarding percent of employees, teams recognized in different employee categories, by type of recognition

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**80-60%**

- Organization is implementing written training plan for deciding what quality education/training is needed; effectiveness of quality education/training periodically evaluated
- Training plans considered in overall strategic, quality planning process
- Nearly everyone trained in support of continuous improvement; focus on prevention of problems; technical skills upgraded based on data from quality measurement system

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- Management meetings (Quality Councils) reinforce improvement methods, introduce new ideas
  - New training developed to improve customer satisfaction; implementation on schedule
  - Continued commitment of significant resources to training
  - Process in place to recognize employee contributions; increased emphasis on recognition of teamwork
  - Managers at most levels personally, regularly, fairly recognize individuals, teams for measurable contributions
  - Celebration of small successes common in most parts of organization
  - Peer recognition often used
  - Positive trends over past two-five years in employee recognition
- 

60-40%

- Organization's training plan being implemented on schedule; coordinated with quality improvement effort
  - Most of organization trained in quality awareness, group problem solving to support continuous improvement; training emphasizes prevention of problems; technical skills upgraded periodically
  - Most managers use quality improvement techniques, team development strategies
  - Significant increase in training resource commitment over past practice
  - Individuals, teams recognized for achievements; celebration of small successes common in many parts of organization
  - Managers in majority of work units regularly, fairly recognize individuals, teams for measurable contributions
  - Number of rewards for quality improvement increasing
- 

40-20%

- Training plan under development
  - Many parts of organization trained in group problem solving to support continuous improvement; ongoing training in technical skills offered
  - Most managers have attended quality awareness sessions, learned quality improvement methods
-



**Employee Training  
& Recognition  
40-20% (cont.)**

- Resource commitment to training increased over past year
  - Rewards, recognition heavily focused on individual efforts; some teams also recognized, rewarded
  - Rewards, recognition for quality improvement employed in many parts of organization
  - Number of rewards increased slightly over past year
- 

**20-0%**

- Organization has plans to increase quality training; may not be specific
  - Some parts of organization trained in quality awareness, group problem solving to support continuous improvement; training also offered in upgrading technical skills
  - Many managers have attended quality awareness sessions; some have also learned quality improvement methods, group dynamics
  - Minimal resources committed to quality training
  - Rewards, recognition primarily for individual effort; some changes planned for recognizing teamwork
  - Rewards, recognition may not be focused on quality improvement
  - Number of rewards relatively constant from year to year
- 

**5. Employee Empowerment  
& Teamwork  
(15 points)**

**100-80%**

- Innovative, effective employee involvement approaches used; several avenues available for participation in improvement efforts
  - Management provides environment that supports employee involvement, contribution, teamwork; positive atmosphere of trust/respect exists between management, employees
  - Cross-functional team cooperation occurs across organization to better meet customer needs; suppliers, customers routinely participate in team activity
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## SCORING GUIDELINES

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- Positive suggestion trends, acceptance rates, percent of employees making suggestions, team participation trends; other indicators of participation from all employees; quality of worklife improving throughout organization
  - Employees have strong feeling of empowerment, team ownership of work processes; effective approaches exist to enhance employee authority to act
  - Employees feel "ownership" of quality improvement, exhibit personal pride in quality of work
  - Power, rewards, information, knowledge moved to lowest feasible levels; organization flattened substantially as result of employee empowerment
  - Improvement resulting from employee participation clearly evident in systems, processes, products/services
  - Formal survey process used on regular basis to determine levels of employee satisfaction; follow-up actions taken to improve organizational environment, human resource practices
  - Future plans address how to sustain momentum, enthusiasm
  - Union, management cooperate to achieve quality improvement
- 

80-60%

- Many natural work groups constitute quality improvement teams; some innovative involvement methods used; multiple avenues available for participation in improvement efforts
  - Top management, majority of mid-managers support employee involvement, contribution, teamwork; trust/respect between management, employees typical of most of organization
  - Cross-functional teams work on inter-unit, system-wide improvements; suppliers, customers participate in team activities that directly affect them
  - Number of suggestions, rate of acceptance across organization growing; voluntary teams address work environment issues
  - Steady increase in number of teams; high percentage of volunteers
  - Most employees have strong feeling of empowerment, team ownership of work processes; authority to act enhanced for most employees
  - Most employees feel "ownership" of quality improvement, exhibit personal pride in quality of work
-

**Employee Empowerment  
& Teamwork  
80-60% (cont.)**

- Power, rewards, information, knowledge moved to lower levels in organization; organization flattened as result of employee empowerment
  - Substantial evidence that teams contribute to quality improvement
  - Periodic survey process used to assess employee satisfaction; many changes desired by employees are made
  - Future plans specifically include involvement of all employees; implementation on schedule
  - Union, management have begun to work together on quality improvement issues
- 

**60-40%**

- Majority of managers support employee involvement, contribution, teamwork; trust/respect between management, employees growing
- Variety of employee team activities; some cross-functional teams; some include participation of customers
- Percentage of employees involved in team activities, number of teams increased over past two years; number of suggestions increased over past two years
- Many employees feel "ownership" of quality improvement, exhibit personal pride in quality of work
- Some employees have feeling of empowerment, team "ownership" of work processes; authority to act enhanced for some employees
- Power, rewards, information, knowledge shared more widely, at lower levels than previously
- Evidence of improvements resulting from employee participation
- Informal surveys of employee satisfaction in major areas; some improvements made
- Plans to expand employee involvement gradually; implementation on schedule
- Union, management have initiated discussions on quality improvement issues

40-20%

- Many managers support employee involvement, contribution, teamwork; in these work units trust/respect between management, employees growing
  - Some quality improvement/problem-solving teams established; a few achieving improvements in work processes, products/services
  - "Ownership" of quality improvement growing in work units that support employee involvement
  - Number of employees on teams increased over past year
  - Effective suggestion system; suggestions/ideas from employees increased over past year
  - Employees queried regarding satisfaction; improvements may result
  - Specific plans in place to increase employee team participation in several areas
- 

20-0%

- Some managers support employee involvement, contribution, teamwork; most managers operate in more controlling mode
  - Small percentage of employees participating in team activities; a few teams established
  - Traditional suggestion system; number of suggestions relatively stable over past two-three years
  - Improvements to organizational environment and human resource practices result from employee suggestions, complaints
  - Only general, non-specific plans to expand employee involvement
- 

## 6. Measurement & Analysis (15 points)

100-80%

- Quality, timeliness information collected on all products/services for external customers and from suppliers, and for all *significant* products/services for internal customers
  - Comprehensive quality, timeliness, efficiency, effectiveness data available, measuring all aspects of organization's processes, products/services; measures available to all appropriate users
-

## SCORING GUIDELINES

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### Measurement & Analysis 100-80% (cont.)

- Information collected is complete, timely, accurate, useful; benchmark data used for comparative purposes
  - Routine, periodic checks made to ensure validity of data
  - Employees across organization routinely use measures to identify problems, quantitative methodologies to identify solutions; assessment techniques verify that remedies produce expected results
  - Appropriate, advanced technology/tools used in all work processes, information collection
- 

### 80-60%

- Quality, timeliness information collected from most internal/external customers, suppliers
  - Quality, timeliness, efficiency, effectiveness data available on most aspects of organization's processes, products/services; measures made available to all appropriate users
  - Most information collected is complete, timely, accurate, useful; beginning to collect, use benchmark data
  - Checks made to ensure validity of quality data
  - Most work units use quality measures to identify problems and quantitative methodologies to identify solutions; assessment techniques verify that remedies produce expected results
  - Appropriate, advanced technology/tools used in most work processes, information collection
- 

### 60-40%

- Quality, timeliness information collected from major customers, suppliers, many internal operations
  - Quality, timeliness, efficiency, effectiveness data available on several aspects of organization's processes, products/services; measures made available to senior managers, other key personnel
  - Many work units use quality measures to identify problems, quantitative methodologies to identify solutions, techniques to verify that remedies produce expected results
  - Information collected usually complete, timely, accurate, useful
  - Appropriate, advanced technology/tools used in many work processes, information collection activities
-

40-20%

- Quality, timeliness information collected from some customers, internal operations
  - Limited data on quality, timeliness, efficiency, effectiveness available on organization's processes, products/services; some measures provided to narrow range of senior managers
  - Some work units use quality measures to identify problems and quantitative methodologies to identify solutions
  - Information may not be complete, timely; sometimes may not be accurate, useful
  - Appropriate, advanced technology/tools used in some work processes, information collection activities
- 

20-0%

- Feedback system providing information on quality, timeliness in planning stages
  - Quality, timeliness, efficiency, effectiveness data not generally available; data primarily used for reporting purposes rather than improvement
  - A few work units beginning to use quality measures to identify problems, quantitative problem solving to identify solutions
  - Quality information presently collected on ad hoc basis
  - Outmoded technology/tools used in many work processes, information collection activities
- 

## 7. Quality Assurance (30 points)

100-80%

- All products/services, processes designed, reviewed, verified, controlled to meet customer needs/expectations
  - Methods of process optimization, such as Taguchi's design of experiments, used routinely
  - Methods used to assure quality emphasize prevention, not detection
-

## SCORING GUIDELINES

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### Quality Assurance 100-80% (cont.)

- Comprehensive assessments of quality assurance systems performed at appropriate intervals; findings translated into improvements of systems
  - Quality assurance systems updated to keep pace with changes in technology, practice, quality improvement
  - Established methods used to verify quality requirements met by all suppliers; quality is key criterion used in selecting suppliers
  - Product/service-related standards set for all internal support functions
- 

### 80-60%

- Majority of products/services, processes designed, reviewed, verified, controlled to meet customer needs/expectations
  - Methods of process optimization, such as Taguchi's design of experiments, generally used
  - Methods used to assure quality of most products/services emphasize prevention, not detection
  - Assessments of quality assurance systems performed at appropriate intervals
  - Quality assurance systems in most parts of organization updated to keep pace with changes in technology, practice, quality improvement
  - Established methods used in most parts of organization to verify that quality requirements met by all suppliers; quality is a criterion used in selecting suppliers
  - Product/service-related standards set for most internal support functions
- 

### 60-40%

- Key products/services, processes designed, reviewed, verified, controlled to meet customer needs/expectations
- Methods of process optimization, such as Taguchi's design of experiments, occasionally used
- Methods used to assure quality of key products/services emphasize prevention, not detection
- Assessments conducted of quality assurance systems for key products/services performed at appropriate intervals

## SCORING GUIDELINES

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40-20%

- Key areas use established method to verify quality requirements met by largest suppliers
  - Product/service-related standards set for some internal support functions
- 

20-0%

- A few products/services intended for outside customers designed, reviewed, controlled to meet customer needs/expectations
  - Methods used to assure quality for most products/services emphasize detection, not prevention
  - Some verification checks made to ensure quality requirements met by largest suppliers; may not be systematic, consistently performed
- 

- Products/services for customers reviewed, controlled to meet internally developed specifications; specifications may or may not include customer input
  - Meeting quality requirements may not be priority for suppliers
  - Systematic approach to quality assurance in planning stages; inspection remains primary tool of quality control
- 

## 8. Quality & Productivity Improvement Results (50 points)

100-80%

- Most significant indicators of performance demonstrate exceptional results; superior to competition in all areas; customer satisfaction shows improvement in each year over past five years
  - Excellent results achieved in all dimensions (quality, timeliness, efficiency, effectiveness) across all areas
-



## SCORING GUIDELINES

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### Quality & Productivity Improvement Results 100-80% (cont.)

- Results clearly, strongly related to TQM approach
  - Results sustained at high levels over past five years
  - Results contribute significantly to organization's mission
  - Quality performance of all suppliers uniformly improving over past five years
- 

### 80-60%

- Most significant indicators of performance demonstrate excellent results; competitive in all areas; customer satisfaction trend is up over past five years
  - Good results achieved in almost all dimensions (quality, timeliness, efficiency, effectiveness) across almost all areas
  - Results related to TQM approach
  - Results improving over past three years
  - Results contribute to organization's mission
  - Quality performance of most suppliers improving over past three years
- 

### 60-40%

- Most significant indicators of performance demonstrate good results; competitive in many areas, including customer satisfaction with quality of products/services
- Improvements achieved in several dimensions (quality, timeliness, efficiency, effectiveness) across many areas
- Results generally improving over past two years
- Results related to organization's mission
- Quality performance of some major suppliers improving over past two years

## SCORING GUIDELINES

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40-20%

- Most significant indicators of performance demonstrate improving results in several areas; including customer satisfaction
  - Improvements achieved in one or more dimensions (quality, timeliness, efficiency, effectiveness) across several areas
  - Quality of suppliers generally improving
- 

20-0%

- Some results in one or more areas
- Results achieved in one or more dimensions (quality, timeliness, efficiency, effectiveness) in one or more areas
- Little evidence of improvement trends



*Criteria and Scoring Guidelines  
for the President's Award  
for Quality and Productivity  
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